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# TRANSFORMATIONAL LEADERSHIP, WORK MOTIVATION AND PERFORMANCE: AN EXPLORATORY STUDY ON THE CONTEXT AND PROCESS

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## ABSTRACT

*Leadership skills have become an important asset for many organisations as they strive to manage the people that make up the organisations. However, in today's competitive business environment, basic leadership qualities may not be sufficient to sustain the growth of the organisations. This exploratory study aims to look at the influence transformational leaders have on work motivation and performance. The study adopts a qualitative approach using in-depth interviews to solicit corporate and youth leaders' perspectives on successful leadership qualities and challenges, work motivation and performance. Findings revealed that transformational leadership traits are effective in cultivating motivation and higher performance in organisations. An evolving conceptual framework depicting the relationships between leadership, motivation and performance is proposed.*

**Keywords:** *transformational leadership, work motivation, work performance, leadership challenges.*

## **INTRODUCTION**

In today's rapidly evolving world, it is questionable to what extent basic leadership skills are sustainable. In such a dynamic environment, leaders are challenged to continuously innovate, to lead internal organisational growth, and to develop the next generation of leaders (McGregor, 2008). The rapid evolution of technology has an immense effect on leadership because even the greatest of companies back in the day can fall, as the leaders of these companies are incapable of anticipating the changing trends and societal norms that would eventually stunt the growth of the organisation (Newman, 2010).

In light of the challenging situation that all organisations around the globe face, another breed of leaders becomes highly sought after by these organisations. These leaders possess tremendous charisma and they have the ability to inspire great levels of motivation in their followers. In addition, these leaders have the capability to adapt to different circumstances and still be able to churn out high levels of performance. From those descriptions, it is theoretically known that these individuals have specific leadership qualities termed as 'transformational leadership'.

The focus of this research paper is to study the influence transformational leaders have on work motivation and performance. With this objective in mind, there are four research questions that this paper attempts to address:

1. What traits or character should transformational leaders possess in order to influence the motivation of the people at work?
2. How do these transformational leaders motivate people at work?
3. What are the challenges or issues that transformational leaders face in motivating people in today's environment?
4. What is the impact of transformational leadership on the motivation of followers?

## Transformational Leadership

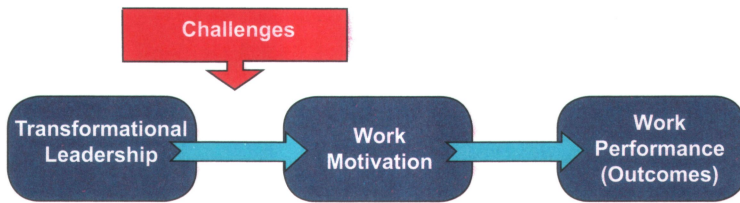
Transformational leadership is defined as a leadership approach that enables leaders to create a positive change in the followers with the goal of achieving optimal levels of performance (Antonakis, Avolio & Sivasubraminiam, 2003). Enacted in its authentic form, transformational leaders are able to enhance the motivation of followers through a variety of methods (Nader, 1988). These will include being highly proactive, raising follower's sense of identity to the collective interests, being an inspiring role model to the followers and challenging them to achieve extraordinary goals (Antonakis, Avolio & Sivasubraminiam, 2003). Through the actions of a transformational leader, followers will have a clearer sense of purpose in the team and have the drive to accomplish their tasks.

The transformational leadership theory had captured the interest of many researchers over the past few decades. The manifestation of this theory took place in the year 1978 when James MacGregor Burns determined a new style of leadership through his studies of political leadership. The focus of this theory was further expanded by Bass *et al.* (2003), whereby the theory was built based on 4 components:

*Idealised influence* – It is theoretically understood that transformational leaders become the role models for their followers (Stewart, 2006; Fenn & Mixon, 2011). These leaders are highly admired, respected and trusted by their followers (Fenn & Mixon, 2011). It is also noted that these individuals demonstrate high levels of ethical and moral conduct as their actions are centered on values, beliefs, and a sense of mission (Bass *et al.*, 2003).

*Inspirational motivation* – Transformational leaders behave in a way that motivate and inspire people around them (Bass *et al.*, 2003; Stewart, 2006). Bass *et al.* (2003) further states that transformational leaders provide a strong sense of vision and consistently challenging their followers to perform better. In addition, transformational leaders have the ability to intrinsically inspire their followers to achieve their goals (Fenn & Mixon, 2011; Bass *et al.*, 2003). These leaders are able to create clear expectations and demonstrate their full commitment towards the goals (Fenn & Mixon, 2011).

*Intellectual stimulation* – Transformational leaders are able to create an environment that stimulates the followers' efforts to be more innovative and creative (Stewart, 2006; Fenn & Mixon, 2011). This is done by questioning the assumptions of the followers, reframing problems, and approaching



Developed for this research

**Figure 1: Evolving Conceptual Framework of the Influence of Transformational Leadership on Work Motivation and Performance (I)**

Figure 1 illustrates an evolving conceptual framework that is developed for the purpose of this research paper. The term ‘evolving’ reflects the capability of this framework to change and grow from its original concept as research findings may expand on this framework. As illustrated, the framework consists of four components that reflect the objective of this research paper.

The first component focuses on transformational leadership qualities. This component will distinguish transformational leaders based on possible traits or characteristics that these leaders possess. This component takes into account the traits of leaders from both youth and corporate organisations that may have a significant implication on how transformational leaders are perceived in today’s global environment. The second component focuses on work motivation. This aspect of work motivation looks at how transformational leaders motivate their subordinates at the workplace. This will enable the research to gauge how influential these leaders can be with the traits that they possess. The third component looks into the challenges that transformational leaders faced when it comes to motivating subordinates at the workplace. This component will provide an understanding of the difficulties that transformational leaders will encounter. The manner in which these transformational leaders handle and overcome such difficulties is reflected in the fourth component of this framework. Work performance comes as the determinant of success for these transformational leaders.



## Transformational Leadership

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situations with different perspectives with no form of criticism towards mistakes made by the followers (Bass *et al.*, 2003). In doing so, the followers are encouraged to try new approaches and find solutions in addressing certain issues or problems. Furthermore, Bass *et al.* (2003) reinforces the fact that transformational leaders develop shared visions and make decisions that will ensure the development and growth of their subordinates.

*Individualised consideration* – High amount of attention will be given to the needs of each individual or follower, for example, the staff in terms of achievements and growth (Stewart, 2006). Bass *et al.* (2003) adds that followers are developed to have higher levels of potential under the supervision of a transformational leader. Transformational leaders will practice creating new learning opportunities with a supportive climate; while, providing direction and listening to every need (Fenn & Mixon, 2011).

In another similar research into world-renowned leaders, Jim Collins (2001a), an esteemed author, highlighted what could be possible signs of transformational leadership in his research that attempted to discover what makes a good company great. The research looked into 1,435 Fortune 500 companies over a period of 5 years and Collins (2001a) had concluded that only 11 companies met the requirement of a “great company”. Further reading into the research found that Collins had highlighted various individuals sitting at the helm of these companies who were able to bring about a tremendous change to the company’s performance. The success factor could be attributed to the leadership qualities that were exhibited at that point of time by those individuals. Subsequently, Collins (2001b) had written another column in Harvard Business Review that looks into what he defines as “Level 5 Leadership”. It is a hierarchical diagram that outlines the 5 different levels of leaders with each level having specific sets of capabilities whereby Collins (2001b) had iterated that a Level 5 leader would have the capabilities of all the lower levels including the characteristics of a Level 5 leader. Such characteristics can come in the form of compassion, modesty, willful and selfless (Collins, 2001b).

## **Outcomes and Challenges of Transformational Leadership**

With certain traits reflecting the four core components of transformational leadership, it would mean the leaders who possess such traits are able to influence the motivation of followers to achieve an outcome or goals. Thus, looking into the aspects of work motivation, Ryan

and Deci (2000) implicated that work motivation is an important aspect in all organisations as they are dependent on people to push the organisation forward. Work motivation can come in two forms. The first form is extrinsic motivation, whereby an individual will be easily motivated by tangible rewards such as money, gifts, recognition or even job security (Ryan & Deci, 2000; Barbuto & Gifford, 2012). The other form is intrinsic motivation, where individuals are highly motivated by intangible means that suggest that an individual finds satisfaction in performing the things he or she likes (Ryan & Deci, 2000; Barbuto & Gifford, 2012).

Bass *et al.* (2003) explains that transformational leaders exert inspirational motivation that is in the form of intrinsic motivation. As transformational leaders is said to have the ability to intrinsically motivate his or her followers, the performance of these followers should be much better. According to McKee (2009), effective leaders are able to maximize the capabilities of his employees to perform more efficiently in the organisation. The author adds that, in order to exert such influence, the leaders need to engage employees at all levels and help them develop themselves. Furthermore, McKee (2009) has incorporated few actions that transformational leaders should perform in order to draw out motivation such as coaching, willing to take time and understand followers, practicing values and integrity, and providing a firm direction. McKee's study has evidence of transformational leadership qualities and it relates to the motivation of employees as well as their performance in an organisational context.

As these leaders strive in attaining and maintaining the motivation of their subordinates, along the way they are bound to encounter issues and challenges. A study by McKee (2009), determined one major challenge that many organisations today face which is the challenge to become more efficient in its operations. The impact of it falls back to the leader, whereby they are now challenged to make work more efficiently done. A comparative study by Stewart (2006) highlights the challenge of cultivating and sustaining the learning curve of the followers under rapidly changing condition. The author also adds that change in organisations is difficult to implement, especially if the organisation is moving from a bureaucratic style of management to a more decentralised style of management (Stewart, 2006). Conner (2013) emphasised the need to maintain integrity for organisations. This becomes another challenge for leadership in today's world, where it is questionable whether leaders themselves have integrity and if they do, for how long.

It is inevitable that leadership would be challenging and given the rapid globalisation of our planet, leadership would have to find new means of tackling the challenges that lie ahead. Gentry, Eckert, Stawiski, and Zhao (2014) researched on the challenges that leaders will encounter across the globe. Their research centered on seven different countries, which evaluates the different challenges leaders encounter as they manage teams. Gentry *et al.* (2014), found six common challenges leaders faced across those seven countries and they are developing managerial effectiveness, inspiring people, developing employees, team building, guiding change in the organisation and managing internal stakeholders and politics.

## RESEARCH METHODOLOGY

This research adopted a qualitative approach where the researchers aim to examine ‘processes’ or ‘meanings’ from their respondents, as people tend to have their own interpretations through their individual experiences (Liamputtong, 2009; Flick, 2009). Purposive sampling strategy was used to obtain information through in-depth interviews. Through this method, the respondents were able to provide information-rich experiences that will aid in the extensive study of transformational leaders (Patton, 2002; Flick, 2009).

The study also adopted criterion sampling (Liamputtong, 2009; Patton, 2002) where respondents were selected based on predetermined specific criterion. In this research, the predetermined criterions for the respondents were:

1. The candidate needs to be in a managerial position or a higher level manager.
2. The candidate needs to have at least 1 year of experience as a leader who has handled or managed groups of individuals.
3. The candidate needs to be either in a youth organisation or a corporate organisation. Youth organisation is included because youth leadership development is an important area and in this exploratory study may help to shed some new insights on leadership. As pointed out by Cox (1998) if leadership skills and aspirations are left undeveloped in



youths, the progress of human civilizations will be negatively affected. Gardner (1987) also pointed out that the skills essential for effective leadership develop most significantly during the adolescent years.

The respondents who were selected and agreed to participate in the study were interviewed. Once the interviews were completed and recorded, those interviews were transcribed in order to analyse the data collected. Theming or narrative analysis was carried out whereby parts of the sentences or phrase were examined and then placed into separate categories of experiences (Rubin & Rubin, 2012). This analysis enables deeper understanding of the experiences that were elicited during the interview process and it can reveal interesting findings that can prove useful in this research.

## **ANALYSIS AND DISCUSSION**

For each respondent who was interviewed, a pseudo name was given in order to safeguard the confidentiality of the respondents. The first respondent is from a youth organisation and he shall be known as Mr. J. Mr. J is a 22 year old leader in AIESEC, a global youth organisation impacting the world through its leadership development experiences across 124 countries. Mr. J has been with AIESEC for five years holding five different leadership positions and he is currently the President of AIESEC in Malaysia. In his position, he is currently overseeing 13 Local Committees (LCs) all over Malaysia and at the same time, managing a team of his own on a global level.

The second respondent is a 25 year old leader known as Mr. Z, who is also from the same youth organisation. Mr. Z has held numerous leadership positions in AIESEC over the past four years, such as Organising Committee President, Team Leader, Manager, and his current role as the Vice President of Talent Management. On a more local level, Mr. Z is responsible for the development of youths within the local committee. His role is similar to that of a Human Resource Manager in a corporate context; whereby he handles the recruitment process right up to personal development of each member in the local committee. Besides that, Mr. Z also manages a team of his own under his department.

The third respondent works in a corporate organisation and he shall be known as Mr. I. Mr. I is the Marketing and Sales Manager at Crest Builder

with approximately 14 years of experience in the marketing line. As the manager, Mr. I is responsible in handling the marketing strategies as well as bringing in sales for the company. In addition to that, he is also involved in major development projects down in Kuala Lumpur, the capital city. Meanwhile, he is also currently handling four members under his marketing team and eight members under his sales team.

### **Narrative Analysis on Transformational Leadership Traits, Work Motivation Factors, Challenges and Performance Outcome**

From the respondents' narratives, themes were formed whereby the first theme looks at the traits of transformational leaders (Table 1). The second theme looks at motivational factors in a work context (Table 2). The third theme focuses on the challenges that transformational leaders experienced (Table 3) and the fourth theme looks at the outcomes that transformational leadership can produce (Table 4).

**Table 1: Traits of Transformational Leaders**

Traits/ Characteristics	Narrative Statements
Adaptability	<p>"There is no one fixed mold..., it's how you suit your leadership style or management style to that individual." (Mr. J)</p> <p>"... I will encourage the team to still go through with the plans and of course making certain changes to things where needed." (Mr. Z)</p> <p>"... I perceive effective leaders to be individuals with the ability to adapt to any kind of situations..." (Mr. I)</p>
Passion	<p>"My passion was towards people. Developing people. My passion is... to see the difference between a person when they step into the company and when the person leaves..." (Mr. Z)</p> <p>"To me its passion, because you're willing to sacrifice things for it and you relate to it." (Mr. J)</p> <p>"... if given a choice to not do it, I won't back down from it." (Mr. I)</p>

Visionary	<p>"... like setting very clear directions for team members to move towards..." (Mr. Z)</p> <p>"... ensures that the entire team achieves the definition of a team... a group of people move towards a common purpose." (Mr. J)</p>
Compassion	<p>"... showing that you care for their well-being and I think the most basic human needs is... knowing that people care about you..." (Mr. Z)</p> <p>"... they are still people and people need to be shown compassion." (Mr. I)</p>
Understanding	<p>"... basically understanding where they are coming from and what they need and adjusting to their needs." (Mr. Z)</p> <p>"... motivating people is understanding what motivates them... each of those individuals' switch is different." (Mr. J)</p> <p>"... it's different for each person, so I just need to understand each member's needs..." (Mr. I)</p>
Empowering	<p>"The leader activates the team, one that is a catalyst..." (Mr. J)</p> <p>"... I manage to encourage the team to go through with the plans... letting them know that we can still pull this off..." (Mr. Z)</p> <p>"... he puts the teams' needs ahead of his own and actually helps them in their growth." (Mr. I)</p>
Supportive	<p>"... if you need my help then you tell me and I will help you in any way I can." (Mr. J)</p> <p>"... you make sure that you are always behind them if anything goes wrong." (Mr. Z)</p> <p>"... because of the predicament that they are in... I have to understand that to see... what can be done..." (Mr. I)</p>

**Table 2: Work Motivation Factors**

Factors	Narrative Statements
Compassion	"... easiest way to motivate people is by showing that you care for their well-being..." (Mr. Z) "... if that person is motivated by being treated well, then occasionally I will treat him to a meal or so." (Mr. I)
Passion	"The main drive would have to be passion when it comes to AIESEC..." (Mr. J) "For NGO wise it would definitely need passion because NGO's they lack the motivator of money or job security..." (Mr. Z) "... I am able to help the young chap realise something that he might be passionate about..." (Mr. I)
Learning	"I will try to motivate them intrinsically ... I'm referring to his or her learning because young chaps.. need to have this passion to keep learning..." (Mr. I)
Acknowledgement	"... you show how much effort and time that you put in to acknowledge what they are doing and that usually motivates people to work a bit harder." (Mr. Z)

**Table 3: Challenges Faced by Transformational Leaders**

Challenges	Narrative Statements
Identifying motivational factor	"...so sometimes my bottleneck, my challenge is that I can't identify what motivates them." (Mr. J)
Managing time	"If I were to offer my help to each of these LCs, I wouldn't have enough time." (Mr. J) "To motivate people, takes up a lot of time and to an extent it can be taxing for a manager in my position..." (Mr. I)
Managing people	"... at the end of the day, any form of dissatisfaction or complaints will definitely be linked back to me." (Mr. J) "I think reasons when things cannot move is definitely because it co-insides with their work in terms of studies..." (Mr. Z) "... I can say that its stressful... keeping the team spirits up when we go for sales during any time of property exhibitions." (Mr. I)
Managing work	"... I can say that its stressful sometimes when you're trying to keep ahead of your competition..." (Mr. I)



**Table 4: Performance Outcomes**

Performance Outcomes	Narrative Statements
Better Team Performance	"... young chaps (employees) ...need to have this passion to keep learning and picking up new things in order to be successful, you know." (Mr. I)
Improved Personal Development	"...team performance wise is pretty good in terms of getting people to develop themselves and move forward..." (Mr. Z)
Working Harder	"... you show how much time and effort you put in to acknowledge what they are doing that usually motivates people to work a bit harder." (Mr. Z)
Improved Work Efficiency	"This (showing compassion) usually gets them to work more efficiently ..." (Mr. I) "...motivation is actually very important for students to perform more efficiently." (Mr. J)

From the study, transformational leaders were found to possess seven distinctive traits that enable these leaders to influence work motivation:

1. *Adaptability.* This unique trait refers to the leader's ability to transform accordingly to the changes in the surrounding environment.
2. *Passion.* This trait shows the transformational leaders' drive to perform work that they love.
3. *Visionary.* A transformational leader needs to have vision in order to provide a firm direction for members to follow.
4. *Compassion.* This trait reflects the caring nature of the transformational leaders as they ensure the well-being of the followers.
5. *Understanding.* As transformational leaders handle people on a daily basis, it is required that these leaders understand the followers' needs. This will allow them to foster closer relationships and create synergy within the team.

6. *Empowering*. Transformational leaders are able to empower their followers to perform extremely well under tough circumstances.
7. *Supportive*. This is an important characteristic in a transformational leader as they relentlessly give their support to help the followers grow and develop.

These 7 traits correspond to the framework suggested by Bass *et al.* (2003) as it emphasizes on the four components of transformational leadership. The traits 'passion' and 'adaptability' relates to idealized influence as *passion* reflects the belief and values of the transformational leader, while *adaptability* reflects the leader's ability to manage diversity and still maintain his own beliefs. Apart from that, inspirational motivation is reflected when the leader provides *vision* for the team and *empowers* the team to perform better by motivating them intrinsically. Intellectual stimulation is present when transformational leaders *envision* a goal attainable for the team and he provides the *support* that the team needs to attain it. Lastly, individualised consideration is present when transformational leaders show *compassion* for each member in the team as he *understands* the fundamental needs of each member.

The findings further led this research to determine four key work motivation factors which are:

1. *Compassion*. This motivational factor emerges as people are naturally concern for their own well-being; therefore, it is important for them that leaders show care for their well-being which gives them a sense of belonging. In doing so, leaders will be able to draw out the motivation within these people and improve their work performance. The research findings led me to find that the simplest of actions like having a meal with your follower can produce incredible results.
2. *Passion*. A second motivational factor that was deducted from the findings. This motivational factor is more significant among youth leaders as extrinsic forms of motivation do not entail higher levels of performance among youth. Therefore, it is important for leaders to instill a passion in their followers to magnify their motivation. However, passion for each individual is different but a transformational leader is able to influence and instill that passion in his followers.

3. *Learning.* To some people, learning can be a form of motivation for the individual because they love exploring and picking up new experiences. Therefore, leaders need to focus on the learning curve of the followers and provide them stimulating experiences that challenge their capabilities. As they grow, these followers will develop high levels of motivation and perform more diverse tasks.
4. *Acknowledgement.* This motivational factor is important because team members need to know that their efforts are highly appreciated in a team. Transformational leaders will need to acknowledge the achievements of each member from time to time in order to maintain their motivation. Such acknowledgement can come in the form of praise, or even treating the employee to something he or she likes.

As for the challenges that transformational leaders face in today's environment, four challenges were identified:

1. *Difficulty in Identifying Motivational Factors.* Findings from the interviews, led the research to conclude that transformational leaders do face difficulties in identifying the drive for each individual. As each individual has different wants and needs, what motivates them becomes a big question. Even when motivation can be identified, the transformational leader may face difficulties in fulfilling it.
2. *Difficulty in Managing Time.* Transformational leaders are still people at the end of the day. They also face challenges in managing time when they have many tasks to perform. This may seem as a small challenge, but to a transformational leader it could very well hinder his performance as a leader.
3. *Difficulty in Managing People.* Similar issue that leaders from all backgrounds will encounter is when they are dealing with people. People are not the easiest to handle, but they are not the hardest to handle either. Transformational leaders see it as a challenge that they can overcome with a proper understanding and patience towards each individual.

4. *Difficulty in Managing Work.* It would seem tough enough that transformational leaders have to deal with managing time and people, but they still have to manage their own set of work. This is especially prominent for leaders that operate in the corporate sector. The work load for these leaders would seem endless, yet they still have the ability to persevere and manage it.

Finally this research concluded four key performance outcomes that were produced by transformational leaders as they motivated their followers. The four outcomes are better team performance, improved personal development, more hard working and improved work efficiency. From the interactive interviews with the respondents, it was evident that transformational leaders that are able to influence high levels of work motivation will produce significant results. The results will benefit the organisation and the individual itself. Thus, transformational leadership is able to create a positive impact on motivation of followers that would lead to better team performance, improved personal development, harder working followers, and improved work efficiency.



The evolving conceptual framework as shown in Figure 2 depicts the four components as below:



Developed for this research

**Figure 2: Evolving Conceptual Framework of the Influence of Transformational Leadership on Work Motivation and Performance (II)**

## CONCLUSION

It is strongly recommended for organisations to take up transformational leadership practices. The purpose of adopting transformational leadership practices is to nurture potential leaders to become transformational. The reason for this recommendation is because it has been determined in this research that transformational leaders have the ability to bring about high levels of motivation in his or her followers. This leads to higher levels of team performance and improved efficiency in organisational operations. In addition, it helps develop the employees and motivates them to work harder. In order to achieve this outcome, the organisation can establish a program that allows potential candidates to participate. The program will consist

of tasks or challenges for these candidates to handle on a daily basis. For example, tasks that promote leadership, teamwork, and communication can be included to stimulate these potential candidates. From there, organisations will need to provide opportunities for these candidates to meet with clients or other corporates because these future leaders need the experience in handling people. Nevertheless, it is good to have a coach that watches over these candidates. This will provide the proper nurturing and a proper environment that helps the development of transformational leaders.

The next recommendation is for young aspiring leaders to develop traits of a transformational leader. The purpose of developing those traits is to help these individuals realise their potential as leaders in this society. As these traits are developed, these leaders could be potential CEOs, Managers or even successful entrepreneurs. The research depicts 7 distinguish traits –adaptability, passion, vision, compassion, understanding, empowering, supportive –of a transformational leader, all that the individual needs to do is to practice these traits. These traits can be practiced at home with the family or perhaps even with friends at school. For example, planning a surprise party for a beloved teacher with a group of friends and suddenly things are not going as planned. In such situation, that individual will have to put these traits into action; whereby, he needs to introduce a new direction (vision) to the team and change the plans (adaptability) according to everyone else's busy schedule (understanding), while he continues to push his team (empower) to still have the surprise party because this is one teacher that they truly care about (passion). Clearly, that individual had a choice to back down, but it is the choice he made that makes him transformational. Nevertheless, that is just an example to illustrate how young leaders can practice transformational leadership traits and as soon as it becomes a habit, it can be said that the individual is now a transformational leader.

## **LIMITATIONS AND RECOMMENDATIONS FOR FUTURE STUDIES**

This research study came across two main limitations and they are;

1. Time constraint. This research lack the time required to perform further extensive research on the research topic. It had been difficult to look into different aspects of leadership that could have brought a different insight to the findings of this research.
2. Research only utilised 3 respondents. This research had only utilised three respondents to obtain information. A larger sample or pool of candidates could have different implications on this research topic if this exploratory study is to be expanded in future.

There were a few aspects that could prove to be useful for future studies on transformational leadership's influence on work motivation. These aspects are also interesting findings that were determined during the course of this research.

The first aspect is on the sustainability or consistency of transformational leadership. When an individual becomes a transformational leader, will he remain that way or will he return to an ordinary leader after some period of time. It is questionable whether such leadership will be able to consistently be present. It is understood that being transformational would mean that the traits are ingrained in the individual; however, if we view transformational leadership the same way we view motivation, it could possibly mean that transformational leadership comes and goes. Theoretically, this situation is not possible under the pretenses that transformational leaders are able to retain those capabilities under a more stable environment. However, the situation that we are in now is rapidly changing, so will transformational leadership be consistent or is there a possibility for these leaders to be transformational as and when they need to.

The second aspect looks at a more cultural perspective of transformational leaders. As this research focused primarily on leaders in Malaysia, it could be possible that there are significant differences in the traits of transformational leaders from a different culture. As the research brings in an additional factor, it is probable that the outcome of the research will differ. If this is so, then would the outcome that this research has arrived

at differ from the outcome of transformational leaders that has a different cultural background?

The third aspect looks into the significance of genders on transformational leadership. It is known that there are increasing studies of women leaders in today's global environment, thus, this could have a significant implication on transformational leadership. As this research study did not address the differences in gender, there is a possibility that different genders can produce two types of transformational leaders.

It would be good to have more extensive research into areas of consistency, culture and gender differences of transformational leadership as these areas could possibly bring about a new perspective to how society views transformational leaders.

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